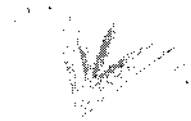


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WAITAKERE

**An Events Strategy  
for Waitakere**

DRAFT

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# An Events Strategy for Waitakere City Council

# 1. Introduction

Events are increasingly recognised as vitally important to the wellbeing of cities. In the past events have been classified more as 'nice to have' rather than as essential to wellbeing. However today it is widely acknowledged that events contribute powerfully to expressing and growing those very qualities of a place that make it unique, give it value and make it worth living in. As such they are not only 'nice to have' but essential to the emergence of sustainable communities, their economies and the cities that support them.

René Dubos, scientist, philosopher, biologist, elucidated the importance of a sense or spirit of place by suggesting "People want to experience the sensory, emotional, and spiritual satisfactions ... obtained only from an intimate interplay and identification with the places in which they live. This interplay and identification generate the spirit of the place." It could now be added that events, at their best, have the power to enable and express this identification.

Developing an Events Strategy is an opportunity for Waitakere City Council to look carefully at investments made in events of all kinds to ensure that the maximum benefit is being gained for the people, communities and businesses that live, work and play in Waitakere.

This is a wide ranging task as events touch many different aspects of the City including purpose-built infrastructure such as the Trusts Stadium and Corban Estate, the rich natural resources of our beaches, parks, ranges and other public spaces, and the many people and cultures that make Waitakere their home and a great place to visit. This work to develop the Events Strategy provides an opportunity to ask important questions of the various stakeholders who have an interest in events in Waitakere. Such questions include:

- Is the mix of events supported by the Council the right mix in terms of size, cultural diversity, cost, profile, community and commercial purpose?
- Do we adequately develop and protect the infrastructure and locations needed for events in the City, both built and natural?
- Is Waitakere doing all it can within the resources allocated to become an 'event friendly' City?
- Are organisational structures and processes optimised to deliver best value for events, promoters, users and consumers of events in Waitakere?
- Does the City promote, market, celebrate and sell events in ways that optimise their contribution to Waitakere's identity, in ways that grow and define identity?

These and many other detailed questions have fed information and ideas into the development of this Events Strategy. However the process is inevitably incomplete and on going. The Events Strategy should be taken as a living document, a guide and set of tools that will be fine-tuned through the experience of being used and implemented.

## 1.1 Waitakere City Council's Strategic Direction

The Events Strategy has been developed to support Waitakere's Eco-City Vision and to align with the Council's strategic direction developed inside that vision. The Eco-City concept comprises a comprehensive and far reaching set of principles for the development of the City, focussing on developing:

- Urban and Rural Villages
- Integrated Transport and Communication
- Strong, Innovative Economy
- Strong Communities
- Active Democracy
- Green Network
- Three Waters
- Zero Waste
- Sustainable Energy and Clean Air

Events, because of their range in scale and diversity, have the potential to contribute to all these strategic platforms and integrate with the various strategies designed specifically to further these platforms. For example the strategies for leisure, parks, arts and culture, town centres and, in time, the investment marketing and visitor strategies, can and should all be supported by the details of the Events Strategy.

Events are powerfully related to the question of identity, its definition and expression. This is one of the key things at stake in developing the Events Strategy. How can events be used to better define, express and protect Waitakere's identity overall, and the specific identities of the many different places that make up Waitakere? This question of Waitakere's identity is the subject of other work in progress – including the investment marketing strategy. In due course the Events Strategy will need to integrate with branding and city-wide identity work when completed with the intention of ensuring that investment in events lends weight to other identity building efforts.

## 1.2 Objectives

This Events Strategy has been developed to:

- Provide a framework for developing a portfolio of events which optimises the contribution of events to the City.
- Provide tools that will enable Waitakere's investment in events to be well leveraged in the full context of the City's strategic goals and direction, and enable the Council to be more effective and efficient in its decision making for events – both selection of events, and levels and kind of support made available.

- Provide strategies to ensure optimal use of resources to deliver and support events. This includes the personnel and financial resources, infrastructure and physical assets involved in managing, marketing and staging events.
- Provide a basis to assist the Council to assess the level of investment in events of different kinds, and to manage the risks associated with investment in its events portfolio.

### 1.3 Origins of the Strategy

The diversity of events means they have the potential to deliver outcomes supporting several of the Council's strategic platforms such as Urban and Rural Villages and the Strong Communities platforms. However the immediate strategic context for this work to develop an Events Strategy is the Strong Innovative Economy platform that expresses the Council's desire for a vital and sustainable economy providing quality jobs for local people. The considerable potential for events to contribute to this platform is recognised with reference to the action of "city promotion – high profile events, arts programmes" in this platform.

The Strong Innovative Economy platform is also home to the Economic Development Strategy and the Investment Marketing Strategy, both of which have the purpose of furthering the development of the many different threads of activity that contribute to Waitakere's economy and making sure they are integrated.

The Economic Development Strategy adopted by the Council in 2004 specifically recognises that events in Waitakere can and do play a valuable role in creating the atmosphere, colour and vitality that is part of the social fabric of Waitakere and they also have considerable potential to contribute to economic development.

However, the strategy recognises that events and their contribution to Waitakere should not be viewed simply or predominantly from an economic development perspective. The fact is that it is neither wise nor possible to separate out the economic development components from the social, cultural, environmental dimensions. In fact it is precisely because of this special capacity which events have to integrate all the dimensions of city life and its growth that makes them so important and powerful in the life of Waitakere.

### 1.4 Economic Development

Waitakere City Council's Economic Development Strategy of June 2004 recognises that:

"Events in the city can and do play a valuable role in creating the atmosphere, colour and vitality that is part of the social fabric of Waitakere and underpins the city's economic development."

More explicitly, events in Waitakere are seen as being important in achieving Objective Two of the Economic Development Strategy:

“Waitakere has a strong sense of identity, and is recognised as a great place to live, work and do business”

Consistent with the ongoing implementation of the Economic Development Strategy, the Events Strategy takes every opportunity to improve and promote Waitakere as a great place to live as well as a business friendly place.

It is a key intention of the strategy that Waitakere become known as an “event friendly city” and that this reputation become one of the attractors for events and for the businesses that service them, including providing accommodation for visitors who come to enjoy them.

While Waitakere is a relatively small part of the overall regional economy (less than 10%), it is nevertheless a fact that many larger events in Waitakere draw on region-wide audiences and in some cases their scope is national. In acknowledging this economic interconnectedness, the Events Strategy must operate inside the Auckland Regional Economic Development Strategy and the implementation structures being established. These include the Auckland Regional Council and the Auckland Regional Economic Development Agency, Tourism Auckland, the Edge - which has a legislated mandate to serve Waitakere, regional sporting codes, etc.

A sensitivity to linkages between Waitakere events and event infrastructure in other parts of the region is important because until Waitakere develops more visitor supporting infrastructure, the full potential for direct earnings from events cannot be realised. Though there are significant facilities in place such as the Trusts Stadium and many supporting businesses such as cafés, shopping centres, galleries, wineries etc., the main lack is accommodation and specific facilities for performing arts, for ‘showground type’ events, and efficient public transport and appropriate parking facilities.

As the influence of the Events Strategy spreads in the medium term (2 to 5 years) it can be expected that an increasingly robust and predictable events portfolio will act as an attractor giving confidence to private sector investment in new visitor infrastructure. From this perspective Council expenditure on events can be regarded as a valid way of leveraging public investment.

## 1.5 Sustainable Events

Accompanying the Council’s economic development intention to become more event friendly there is a correlative duty of care. The Events Strategy must promote, manage and support events to be sustainable. There are three ways in which this sustainability responsibility needs to be discharged.

1. Events themselves will be selected and developed in ways that encourage efficiencies through time and the wise use of resources. For example, attention will be given to growing those events that show a commitment to building a

solid track record and a desire to become more effective and efficient as time progresses.

2. The strategy acknowledges that many events use Waitakere's natural environment: the beaches (e.g. Karekare Horse Races), ranges (e.g. cycling events), streams (e.g. Twin Stream events) and public places (e.g. ANZAC Day celebrations). It is essential that events not only use these resources sustainably – i.e. ensure the custodianship of these resources, but that every opportunity is taken to enhance and amplify the qualities of these places and resources that provide the environmentally stunning backdrop to events in Waitakere.
3. The third aspect of sustainable events is that appropriate emphasis must be given to supporting public investment already committed to major infrastructure in Waitakere. To illustrate, Waitakere City Council has invested in the Trusts Stadium, Corban Estate and Lopdell House as event hubs that provide an infrastructural foundation for many events. It is important that these investments be protected by ensuring appropriate support for their events programmes.

## 1.6 Maori Partnership

The strategy reflects the Council's Commitment to a Treaty based relationship with Maori. Waitakere is renowned for its expertise and huge talent pool of Maori performing arts through the participation of many reputable groups such as Te Roopu Manutaki, Waka Huia and Te Rautahi and other secondary, intermediate and primary schools. As such, as part of the Council's Long Term Community Plan process Te Taumata Runanga (a Council Standing Committee) takes a leadership role in advocating its support to the Maori community outcomes of the LTCCP by ensuring that Maori cultural events and economic initiatives are recognised as contributors of Te Mana Whahaere (Autonomy), Toiora (Healthy lifestyles) Whaiora (Participation in society), and Mauri Ora (Access to Maori resources). These community outcomes are also aligned primarily with the Council's strategic platforms: Strong Innovative Economy and Strong Communities.

This Strategy supports the Council in taking an active role in supporting local Maori talent and cultural groups. The Council will identify local Maori artists, performers, and cultural groups for inclusion in the events portfolio. The Council will provide a platform for Maori and iwi events, Maori cultural, spiritual, educational, and social (community development) imperatives, as well as economic imperatives.

## 1.7 Pacific and Other Communities

Waitakere has vital Pacific Islands communities. Many other nationalities and ethnicities are also represented in the City. These communities bring huge vitality, energy, creativity, and talent to Waitakere contributing to its uniqueness.

It is essential that the Events Strategy acknowledge the needs and strengths of these communities and build on their experience and capacity to contribute to

making Waitakere a place to be proud of, celebrated by a rich portfolio of events that recognise the unique contributions made by the many different communities in Waitakere.

## 1.8 Places

Communities are deeply “place based” and events can and should be used to celebrate this aspect of Waitakere’s character and culture. For instance the town centres (e.g. Henderson, New Lynn, Glen Eden, Westgate), the villages (e.g. Titirangi, Ranui, Huia), coasts (e.g. Piha, Whatipu, Te Henga), rivers (e.g. Whau, Henderson Creek) and peninsulas (e.g. Te Atatu, Cornwallis), all have strong place based characters. These local characters can be protected, reflected, enhanced and expressed by particular events. It is an intention of the Events Strategy to achieve this over time by the selection, support and management of appropriate events.

## 1.9 Measuring Results

While acknowledging that the Events Strategy will have its major impacts predominantly in the medium to longer term, it is nevertheless important that developing appropriate measures should be a primary early activity of the implementation stage of the Events Strategy.

Consideration has to be given to ensuring that the metrics developed for assessing both the contribution and leverage opportunities associated with events reflect not only economic and business development measures, but social, cultural, community and environmental impacts as well.

At the level of the performance of individual events the WEST Test event auditing tool that has been developed as part of the Events Strategy is very relevant and will increasingly make a contribution to the Council’s decision making rigour as a body of experience and data is amassed from its use.

However other metrics measuring the impact on things such as trip generation, use of public transport, room nights generated, accommodation available inside particular distances or times for key venues, and so on should all be considered for their ability to contribute to building a data-rational framework for evaluating the impact of the Events Strategy over time.

## 1.10 What Do We Mean By Events?

The Events Strategy focuses on that considerable spectrum of events which benefit the wider community, help to shape the City's identity, contribute to social, economic, cultural, environmental wellbeing, and which fall within the influence of Council policy to a significant degree.

Not covered by this are private events (which may however require resource and other consents such as, for example, for traffic management, Occupational Safety and Health, disability access). These largely fall outside the scope of the Events Strategy, as do public markets which are an ongoing commercial venture only marginally within the influence of Council policy. Broadly speaking these activities should not draw on the personnel and financial resources of the Council.

Waitakere hosts many different kinds of events ranging from regular formal gatherings such as the Council meetings, Citizenship Ceremonies, and Sister City visits through to high profile "signature" events such as Trash to Fashion, the Going West Literary Festival, the Pacific Living Arts Festival and a broad range of other artistic, sporting and cultural events, some occurring on a regular cycle while others are one-off events.

This programme also includes events of unique cultural, political and natural resource significance such as the opening of public venues and the closing of natural resource areas such as when a rahui was placed at Karekare in the 1990's to prevent the depletion of shellfish.

There are also opportunities for the Council to stage, sponsor or participate in major events driven from outside Waitakere's boundaries. For example, film launches, Americas Cup events, and the Chelsea Flower Show. Some of these events by their very nature must remain 'in house' Council conducted events, while others are most efficiently managed by outsourcing specialist skills or through various grants, seed funding, provision of facilities, sponsorship and partnership arrangements.

On the horizon are major national events that Waitakere will engage with such as the Rugby World Cup in 2011. These require significant forethought and preparation to ensure the Council and other stakeholders maximise the benefits that could be available to promote and improve the City.

This definition of events covers a very wide and diverse mix of activities and it is not the intent of the Events Strategy to apply a 'one size fits all' approach or to make them all look and feel the same. That would be counterproductive. The intent of the Events Strategy is to increase the Council's focus on leveraging events for the benefit of Waitakere in all its diversity as appropriate to the integrity of the event and the strategic purposes of Council involvement with it.

## 2. The Approach and Deliverables

### 2.1 Approach to Strategy Development

The Events Strategy was developed using a four step approach. The findings that resulted from the application of this approach and that have informed the development of the twelve core strategies are summarised in a background report.

#### Step 1: “Discovery” Process

The starting point was to carry out a “situation analysis”:

- Confirmation of the **conceptual framework** (including definition of scope) and coordinate timing with the Citywide Investment Marketing Project
- **Stakeholder mapping** – local, regional, national – and agree key contacts
- Review of current **Operating Principles and Practises** (branding, marketing, funding)
- Identification of local government event **best practice** (strategy, governance, management)
- Develop **rationale and validation** for council involvement with a range of events
- Identify **portfolio of events** to be evaluated.

Key issues explored included:

- The inventory of Waitakere City’s event infrastructure
- The database of the City’s current event “assets” – opportunities that could be developed using cultural and business groups, the natural environment etc
- Analysing the current funding model for events
- Evaluating the level of event management capability and the capacity that exists already – both in-house and out-sourced.

#### Step 2: Audit and Evaluation

This step involved evaluating the events which already exist and identifying the gaps. This included:

- Developing the **assessment criteria** to be employed to assess strategic fit and identify gaps

- **Reviewing** the scale and mix of existing events i.e. do current events “fit” with and contribute to Waitakere City’s strategic direction outlined in the EDS
- **“Gap analysis”** undertaken to identify options for development
- Workshops and discussions held with key stakeholders.

Key issues explored included:

- Examples of the impact of existing events – economic, publicity value, contribution to desired positioning etc
- Considering community research available – e.g. satisfaction with events
- Existing sponsorship partners/agreements.
- Linkages to other policies and strategies.

### Step 3: Strategy Development

This step involved:

- Developing draft 5 -10 year **“vision”** statements for the Events Strategy with a small group of stakeholders – where do you want to be, what are the desired outcomes?
- Identifying **the barriers** to achieving that vision and **the opportunities** that could be developed to achieve the desired outcomes
- Defining the **overarching strategies** the Council could employ
- Articulating the rationale for supporting a recommended **portfolio of events** linked to our evaluation framework
- Developing scenarios of **event portfolios** that might better fit the strategic vision (with less detail in the out years)
- Recommending that there be a **branding and marketing architecture** and the building blocks for developing leverage plans
- **Identifying resource needs and regulatory requirements** required to support the strategy e.g. funding, HR needs, infrastructure and investment, regulatory changes

Key issues explored included:

- Future intentions regarding event funding and the development of a bid fund
- Any major infrastructure development plans – e.g. hotels/accommodation

## Step 4: Delivery and Presentation

### 2.2 Strategy Deliverables

Having completed each of the above steps a strategy has been developed that:

- provides an overarching vision and framework for the growth and development of a portfolio of events in Waitakere which optimises the contribution of events to the City
- defines the core strategies required to realise the vision, and;
  - provides tools that will enable Waitakere's investment in events to be well leveraged in the full context of the City's strategic goals and direction
  - proposes the evaluation tools that can be used to ensure that in implementing the core strategies, all activities are "on strategy" and enable the Council to be more effective and efficient in its decision making for events – both selection of events and levels and kind of support
  - provides strategies to ensure optimal use of resources to deliver and support events. This includes the personnel and financial resources, infrastructure and physical assets involved in managing, marketing and staging events
  - provides a basis to assist the Council to assess the level of investment in events of different kinds, and to manage the risks associated with investment in its events portfolio.

## 3. The Events Strategy

### 3.1 Executive Summary

"Waitakere Live!" is a strategic plan that will enable Waitakere to enhance the role that events play in the City's social and economic development.

The core strategies have been developed to enable Waitakere to realise the vision of being "alive with events" in a way that it is completely aligned with Waitakere's strategic direction and the values that underpin that direction.

There are 12 core strategies

#### 1. Five to ten year vision

*Waitakere is seen as a great place to host and participate in events – both large and small – that contribute to making the City a vital, vibrant and colourful place to live, work and play.*

Waitakere needs a big, bold and brilliant long-term vision for its event strategy so that the strategy will not only support the Council's strategic direction for the City, but also inspire a sense of drive and purpose towards what is possible.

#### 2. Brand positioning – owning a point of difference

*Waitakere owns a compelling position as an events friendly city attracting widespread interest from residents and visitors.*

The implementation of this Events Strategy will be enhanced by owning and communicating the intent of the proposed vision in a way that portrays Waitakere as a great place to live, work and play and as an events friendly City.

#### 3. Audit and Evaluate – the WEST Test

*Consistent use of the WEST Test evaluation framework - **Waitakere Events Strategy Test** - will result in an events portfolio which supports the Council's vision for the City.*

By using the WEST Test, the events portfolio will evolve towards supporting the Council vision for the City and it will enable the Council to protect and maintain what is important – for example, by identifying events that risk degrading the natural environment. The WEST Test will also enable "excesses" and gaps in the event portfolio to be identified and inefficiencies analysed.

#### **4. Measure – to inform decisions**

*The Council will focus on capturing core performance measures which are aligned with the vision and strategy and assist elected members, staff and potential events partners in decision-making.*

The Council needs to invest in capturing Key Performance Indicator data. Information currently being collected needs to be expanded beyond simple measures of attendance and awareness.

These measurements matter because they enable the Council and its partners to develop its future investment strategies.

#### **5. Resource Requirements – right sizing for growth**

*The Council will make more efficient use of existing resources by focusing more on events facilitation rather than hands-on event planning, management and delivery.*

Many different skill sets and experience levels are needed to plan, run and evaluate events: facilitators, marketers and sponsorship coordinators, funders, event managers, administrators, compliance managers, and technical experts, data analysts and support people.

#### **6. Cross Council Collaboration**

*The Council will adopt an event-friendly mindset and event-friendly behaviour across the organisation.*

Support from and co-operation between all parts of the Council is vital to implementing the Events Strategy successfully. Currently there is a lack of coordination across Council that can cause inefficiencies and frustrations between event organisers, council staff and the public.

#### **7. Infrastructure Inventory**

*Waitakere City is blessed with some great “event” assets – natural and built – but there are some real gaps. More can be made of leveraging what Waitakere already has while work proceeds on filling the gaps.*

Knowledge about what is available to support events within Waitakere is patchy. There is no centrally managed database of assets including parks and other public spaces available for events.

#### **8. Invest – Strategic Investments to expand Waitakere’s offer**

*The Council will invest up front in events and events infrastructure either alone or with partners to drive growth, at the same time as creating a track record of event successes with existing infrastructure and resources.*

Direct investment in events to grow an event portfolio into the future, either alone or with partners has the potential to stimulate private investment in new accommodation and associated business developments in Waitakere.

Investment in public spaces and building the heart of the City will help build the City's identity and contribute to its appeal as an events location.

### **9. Focus – fewer events done better**

*The Council will deliver fewer events better. Getting the big things right through focussing resources and energy to ensure nothing gets in the way of a successful event.*

By developing and efficiently funding a well-chosen portfolio of events – and doing them very, very well - the Council will be better positioned to develop and attract events that are sustainable (in both an environmental and economic sense) and that deliver on the Council's objectives.

### **10. Partnerships – leveraging relationships**

*The Council will take stronger initiatives to develop more, bigger and better partnerships and alliances with stakeholders in the events sector and the community in order to maximise the long term strategic contribution of events to Waitakere.*

Stakeholder mapping work shows that the Council has a good range of relationships – from funders to venues to sponsors and promoters. However, while these partnerships exist they are not being leveraged to the full extent.

### **11. Our People, our Place**

*Waitakere's special character will be protected and enhanced to sustain the integrity of the Waitakere experience and promoted to enhance its value.*

An events strategy isn't just about physical events infrastructure and developing entertaining events. It is also about making the most of a destination's cultural and environmental assets – protecting them where necessary to ensure that visitor and other impacts do not degrade the resource or the experience of local residents, promoting them to provide a point of difference, and enhancing them for future generations.

### **12. Marketing and Promotion – sharing our success**

*"Success breeds success" and nothing succeeds like the celebration of success.*

A key failing of the current events portfolio is inadequate marketing of events, both internally and to the public.

A considered communications strategy is an important investment in the future success of the Events Strategy.

The following sections of this document outline each of these strategies in more detail. The rationale behind each strategy is expanded on and recommendations are presented supported by a list of the actions required to make the strategy happen.

In addition to these strategies, there is an extensive background document that reports on the findings of the "Discovery" and "Audit and Evaluation" phases of this project. This background material combined with an analysis of best practice in city event development and management has informed the development of this strategic plan.

By linking this events strategy with the Citywide Investment Strategy and other Council initiatives and by honouring the intent of the Council's strategic direction for Waitakere, the way is clear for Waitakere to achieve its vision as a vital, vibrant and colourful place to live, work and play.

## 3.2 The Strategies

### Strategy 1: Five to Ten Year Vision

*Waitakere is seen as a great place to host and participate in events – both large and small – that contribute to making the City a vital, vibrant and colourful place to live, work and play.*

#### Rationale

Waitakere needs a big, bold and brilliant long-term vision for its event strategy so that the strategy will not only support the Council's strategic direction for the City, but also inspire a sense of drive and purpose towards what is possible.

The proposed strategy starts from the premise that the Council wants to position Waitakere as one of New Zealand's leading events centres, well known for its events friendly approach.

The strategy also assumes a long-term view because some of the aspects of what needs to be done to become a leader in the events industry will take time (e.g. infrastructure investment, traffic systems management, reputation development).

#### Recommendations

The vision being suggested for the events strategy is:

#### **Waitakere is alive with events**

##### **Reputation**

Waitakere is seen as a great place to host and participate in events – both large and small – that contribute to making the City a vital, vibrant and colourful place to live, work and play.

Waitakere's vibrancy, its multicultural heritage, artistic achievements and exceptional natural environment create an atmosphere that adds inspiration to any event and powerfully invites participation.

##### **Infrastructure**

Waitakere's event infrastructure is superb, transportation systems and accommodation are designed to support events and the Council works with a range of great partners to maximize the impact of every event.

##### **Event portfolio**

The Council directly or indirectly provides a portfolio of events from large to small which strikes the right balance between celebrating and growing the fabric of the people and community well-being, enhancing the special nature of the environment, and contributing to the City's economic development aspirations.

## Actions

- Refine and confirm the vision
- Communicate the vision in the context of the Events Strategy internally and to the Council's key events stakeholders
- Use the vision to guide implementation of the strategy.

## Strategy 2: Brand Positioning– owning a point of difference

*Waitakere owns a compelling position as an events friendly city attracting widespread interest from residents and visitors.*

### Rationale

The implementation of this Events Strategy will be enhanced by owning and communicating the intent of the proposed vision in a way that portrays Waitakere as a great place to live, work and play.

Early consideration should be given to developing an “events brand” that communicates this.

The events brand needs to be compatible with Waitakere’s Eco-City vision and/or the brand work that is being undertaken as part of the citywide investment marketing strategy work. This events branding needs to be able to be applied to the huge diversity of events in terms of scale, culture, scope and place.

### Recommendations

Recommendations will be developed in conjunction with the citywide investment strategy brand development project.

Positioning for Waitakere will emphasise that Waitakere is an alive (live) place to live, work and play.

The positioning should also communicate the vibrancy of the City and a sense that Waitakere is a “happening” place in an events sense.

### Actions

- Develop an agreed brand for Waitakere's events that is integrated with the city-wide branding work underway and that can accommodate the diversity of events the Council is involved with
- Communicate the brand vigorously and consistently so that it becomes familiar including the following:
  1. Use the brand in signage and advertising for all events
  2. Encourage partners and external providers to use the brand wherever possible to leverage events that the Council may not have a direct personnel, infrastructure or financial involvement in but that “fit” the desired portfolio.

## Strategy 3: Audit and Evaluate - The WEST Test

(the Waitakere Events Strategy Test.)

*Consistent use of the WEST Test evaluation framework will result in an events portfolio which supports the Council's vision for the City.*

### Rationale

Alongside awareness of the events vision and brand positioning, there is a need to apply consistent criteria to both evaluate the merits of a proposed event and to test its success after the event. In time this will provide a database of comparative information to improve decision making.

There is also a need to ensure event promoters know how their funding application will be evaluated upfront – encouraging standardised submissions and applications that will make it easier for Council staff and elected members to assess event applications on a fair and even-handed basis.

This will promulgate a shared language for event development, analysis and promotion amongst elected members, staff, individuals and organisations planning events in Waitakere.

### Recommendations

Based on the audit and evaluation phase of the project, a spread sheet based evaluation framework has been developed.

This framework has been branded the WEST Test – the **Waitakere Events Strategy Test**.

The WEST Test aligns with the Council's Strategic Direction as well as with best practice in event planning, delivery and promotion.

By using the WEST Test, the events portfolio will evolve towards supporting the Council's vision and it will enable the Council to protect and maintain what is important – for example, by identifying events that risk degrading the natural environment. The WEST Test will also enable "excesses" and gaps in the event portfolio to be identified and inefficiencies analysed.

The WEST Test framework is a collective view (based on consultation with a group of internal and external stakeholders) of what matters and therefore what should be measured. The key measures included in the framework may change over time.

It is recommended that all parties at or associated with Waitakere City Council who are involved in events need to become thoroughly familiar with the WEST Test.

To ease the assessment of new bids, templated bid application forms should be developed which will match the questions within the WEST Test.

## Actions

- Finalise the WEST Test and ensure its ability to evolve over time
- Run internal training sessions on use of the WEST Test
- Develop templated event proposal and bid application forms to enable easy integration between the data needed by the WEST Test tools and data provided by event providers and applicants.
- Distribute and promote these to event managers and community groups
- Update the Waitakere City Council website (and associated sites as appropriate such as the Enterprise Waitakere site) to include information on the Events strategy and new evaluation criteria
- Initiate an analysis of how "Waitakere Online" can make it easier for event promoters to bid for events (forms, criteria, timeframes, standards, contact people, venues etc)
- During the implementation process, identify and consult with other stakeholders such as the Strategic Advisor Disability to ensure the WEST test includes appropriate disability access criteria in line with the Council's commitments under the Council Charter of Inclusion signed in 2005.

## Strategy 4: Measure – to inform decisions

*The Council will focus on capturing core performance measures which are aligned with the vision and strategy and assist elected members, staff and potential events partners in decision-making.*

### Rationale

Without carefully selected, quality, relevant and timely information being able to be fed back to decision makers it is impossible to assess what events are working and what are not, where the gaps are, and where procedures, criteria infrastructure and resources need modifying.

These measurements matter because they enable the Council and its partners to develop its future investment strategies.

The Council needs to invest in capturing Key Performance Indicator data. Information currently being collected needs to be expanded beyond simple measures of attendance and awareness.

Quality information is essential to answer questions like the following and enable good decision-making and forward planning:

1. How much should Waitakere invest in different types of events?
2. What return on investment might new restaurants, motels or hotels expect from events?
3. What infrastructure does the Council need to invest in – or attract investment into? What is the optimal timing for these investments?

### Recommendations

Measurement processes need to be put in place to capture relevant information covering before, during and after events as appropriate.

The WEST Test framework includes core performance measures of what matters and therefore what should be measured. The measures cover return on investment (ticket sales, attendee spend, accommodation, venue usage etc), the social, environmental and cultural impact of events, and risk management.

The Council also needs to work with potential sponsors, partners and investors to evolve the framework and its Key Performance Indicators to ensure their needs are met, and usability and coverage achieved with the measures. For example, what are their measures of success beyond marketing profile?

Therefore the key measures included in the framework may and should change over time.

## Actions

- Identify measurement models used by other cities, event centres and promoters
- Meet with local businesses and developers to find out what information they need to encourage investment and underpin business cases for investment
- Meet with existing and potential sponsors to identify what information they need to support the case for sponsorship proposals
- Finalise the framework and its Key Performance Indicators, and ensure the ability for it to evolve as staff gain experience with using it
- Develop appropriate measurement tools, data bases, templates and reporting mechanisms to enable Key Performance Indicator reporting
- Train staff working with events in the use of these systems

## Strategy 5: Resource Requirements - right-sizing for growth

*The Council will make more efficient use of existing resources by focusing more on events facilitation rather than hands-on event planning, management and delivery.*

### Rationale

Many different skill sets and experience levels are needed to plan, run and evaluate events: facilitators, marketers and sponsorship coordinators, funders, event managers, administrators, compliance managers, and technical experts, data analysts and support people.

At present some of these skill sets are distributed across the organisation. This can lead to inefficiencies and confusion, both internally and for event clients and promoters.

Strategy work to date has not assessed what may best be done to improve this situation. However it is clear that improvement is desirable and even necessary to ensure effective implementation of the Events Strategy.

For example existing funding may not have been fully allocated in part because of the lack of a strategic approach to the events portfolio, in part because of capacity constraints in the teams dealing with events – e.g. the \$95,000 bid fund was not used to the full.

Sponsorship offers considerable potential to leverage resources however this is now a very competitive arena and a sophisticated professional speciality exists to service it.

### Recommendations

The Council undertake a review of how best to structure and allocate resources across the entire Council to ensure optimal implementation of the Events Strategy.

This should include re-examining the competencies needed in-house in the "Events Teams" (all personnel responsible for managing events) as well as those that can be drawn on through other parts of the Council, outsourced or 'delegated' to event promoters.

Consideration should be given to appointing a sponsorship manager to support the procurement and leverage of additional sponsorships (see also Strategy 10).

A Steering Group be formed to take responsibility for implementing the strategy and to ensure cross-Council coordination (see Strategy 6) and that the events teams do not become swamped with compliance and detailed event management work, and that they are adequately resourced to deliver and leverage the events portfolio that has been approved.

Key Performance Indicators be selected from Strategy 4 (Measure to inform decisions) and developed to reflect the vision and strategy and that encourage behaviour that is aligned to the strategies.. For example Key Performance Indicators should cover use of the WEST Test tool, maximising leverage opportunities, building partnerships and attracting co-sponsors.

Key Performance Indicators which do not link with achieving the Strategies, e.g. measures that focus narrowly on the quantity of events held but not the quality, should not be included.

Structuring and resourcing a one-stop shop approach to facilitation of events should be investigated as a priority (see Strategy 6 – Cross Council collaboration).

Consistent with the strategies of the “Five to Ten Year Vision” and greater “Cross Council Collaboration”, the Council will better utilise other resources within the organisation to deliver great events. For example, the Steering Group could appoint cross-Council project teams for each major (mid-sized and above) event, led by a Project Manager and including the Account Manager (see below) and comprising compliance, marketing and events people, to deliver these events.

The Council will audit its event-related capital assets and identify what it needs to own or lease, to provide a competitive events offering. For example, the purchase of mobile staging has been indicated in the Long Term Council Community Plan.

The Council negotiate special prices and service level agreements with preferred suppliers covering criteria in the WEST test.

The Council develop risk management templates and train events team members on their use to protect the Council’s investment in events and ensure the promise of quality events is delivered consistently to participants.

## Actions

- Establish a Steering Group to take responsibility to implement the strategy and to ensure cross-Council coordination (see Strategy 6 – Cross Council collaboration) and to ensure that the events teams do not become swamped with compliance and detailed event management work, and that they are adequately resourced to deliver and leverage the events portfolio that has been approved.
- Review the structure, roles and responsibilities of all areas of the Council that deliver Events (the events teams) with the intention of avoiding duplication, centralising roles where appropriate, assessing adequacy of overall personnel and financial resourcing for event support functions in the Council, those that can be drawn on through other parts of the Council, outsourced or ‘delegated’ to event promoters.

- Assess the business case for a specialist sponsorship management position to boost the external financial leverage of public investment in events.
- Review processes (templates, meetings, decision-making delegations) to make them more efficient.
- Clarify levels of support for individual events at the outset, covering compliance, marketing, event management, part or full funding or facilitation.
- Create individual and team Key Performance Indicators that fit the new vision, strategy and enable better prioritization of workload and cross-council collaboration (see Strategy 6 – Cross Council collaboration)
- Create a one-stop-shop approach to event facilitation (see Strategy 6 – Cross Council collaboration).
- Review Council event-related capital assets and work out short, medium and longer term spending priorities.
- Review supplier contracts and negotiate special prices and service level agreements with preferred suppliers.
- Develop risk management templates and train events team members on their use to protect the Council's investment in events.

## Strategy 6: Cross Council Collaboration

*Universally adopt an event-friendly mindset and event-friendly behaviour across the Council.*

### Rationale

Support from and co-operation between all parts of the Council is vital to implementing the Events Strategy successfully. Currently there is a lack of coordination across the Council that can cause inefficiencies and bad feelings between event organisers, council staff and the public.

Examples include: attendees at the Dog Show event received parking tickets which soured their experience, the Fight for Life organisers thought they had consent for marquees, but mis-communication between the Council and promoters resulted in confusion over consents at the eleventh hour, and the use of public parks and other spaces sometimes carry a range of restrictions - as they are not purpose-built for events - that can appear unreasonable or are not understood by users.

### Recommendations

This Strategy recommends universal adoption of an event-friendly mindset and event-friendly behaviour across the Council.

There is a need for a far greater level of cross-Council collaboration so that the end-to-end processes of setting up and managing an event are experienced in a really user friendly way.

The Events Strategy and WEST Test evaluation tool be communicated to all internal staff involved with events (see also Strategy 2 – Brand positioning).

Ways and means be considered of achieving cross Council ownership and coordination of the Events Strategy implementation process, perhaps in the form of an Events Strategy Implementation Steering Group).

This process will ensure high profile leadership of the new, more comprehensive, approach to events and appropriate allocation of responsibilities and resources for decision-making and execution on mid-size events, including their support and issues management.

The WEST Test will be adopted as the universal way to evaluate Council events. The responsibilities of Arts, Leisure, City Events, and Civic Ceremonies in terms of events will be clearly defined, differentiated and understood.

A one-stop-shop approach for evaluating, supporting and promoting events be established. The Council will refine a set of templates for universal use, create a database of local event resources including creative talent and entertainers, food and beverage operators, accommodation, transport, and equipment hireage (from a preferred supplier) for all Waitakere event organisers. This approach will emulate

the film precinct and Resource Management Act processes which enable a rapid turnaround for approvals.

## Actions

- Examine how best to give high level leadership, advocacy and support to a team acting to implement the Events Strategy (Steering Group)
- Create a one-stop-shop approach to event facilitation:
  1. Assign an event 'Account Manager' for each major event to manage it through Council process and who would be part of the event project team or appoint one person who facilitates these processes for all events
  2. Consider using the resource management one-stop-shop model as a guide
  3. Create a central database of all applications and make the processes electronic wherever possible so allowing tracking of applications as they go through the decision, funding, and evaluating processes
- Communicate the Events Strategy, the WEST Test and Key Performance Indicators internally (Strategy 5 – Resource requirements) – what has changed and what it means for Council staff
- Define and encourage best practice “event friendly” behaviours and processes in order to become a leading events centre.

## Strategy 7: Infrastructure Inventory - making the most of what we've got

*Waitakere City is blessed with some great "event" assets – natural and built – but there are some real gaps. More can be made of leveraging what Waitakere already has got while work proceeds on filling the gaps.*

### Rationale

Knowledge about what is available to support events within Waitakere is patchy. There is no centrally managed database of assets including parks and other public spaces available for events.

It is important to make sure that support and utilisation is prioritised and matched for the venues that the Council has already invested significantly in, such as the Trusts Stadium, Lopdell House and the Corban Estate.

There are venues and facilities available in the City that are neither widely understood nor promoted by the Council. More attention could be paid to promoting and supporting these more fully when appropriate. These include, for example, some marae, school facilities, libraries and possibly community halls.

Equally co-sponsorship will enable the Council to make more of its current investment in events.

### Recommendations

Ensure existing venues and facilities are appropriately and well utilised and identify and profile local talent and cultural groups.

The Council can make more of its current investment in events by more effectively pursuing co-sponsors. This helps the event to become more sustainable more quickly, brings in a partner to increase the leverage opportunities, and enables the Council to divert resources, otherwise committed, to developing other promising events.

### Actions

- Identify opportunities to utilise venues more intensively. Work with venue managers to identify ways to streamline venue hire and usage.
- Create databases of local infrastructure, assets and venues, documenting (in accessible locations, including via the Council's and associated web sites) the features, prices, benefits, appropriate use and constraints associated with different venues, including their status in terms of disability access.

- Ensure event organisers and other stakeholders are aware of the infrastructure database as a resource through a stakeholder communications programme
- Consider creating databases of local talent: artists, musicians, lighting people etc., who have an interest in being associated with events
- Identify opportunities to use local talent from databases in existing and new events
- Share the talent database with event organisers and other regional councils to raise profile of local talent and Waitakere's reputation as the home of brilliant talent.

## Strategy 8: Invest – Strategic Investments to Expand our Offer

*The Council will invest up front in events and events infrastructure either alone or with partners to drive growth, at the same time as creating a track record of event successes with existing infrastructure and resources.*

### Rationale

Direct investment in events to grow an event portfolio into the future, either alone or with partners (see Strategy 10 – Partnerships) has the potential to stimulate private investment in new accommodation and associated business developments in Waitakere.

Investment in public spaces and building the heart of the City helps to build Waitakere's identity and contribute to its appeal as an events location.

The Trusts Stadium has proved to be a great investment for Waitakere, and the Council should actively consider whether the City can benefit from additional spending on corner-stone events infrastructure such as a performing arts centre.

Investment in events infrastructure would include addressing the current limitations on events such as, for example, lack of quality local accommodation, but also limited public transport to events, lack of mobile staging, absence of a performing arts complex and a lack of inviting, event friendly, public spaces in the City Centre.

To varying degrees, work is underway to address some of these constraints. However not all are within the Council's ability to influence directly, but all have considerable potential to influence growth in events and all efforts need to be encouraged.

### Recommendations

The Council needs to consider further event infrastructure investment either alone or with partners within the context of the City Investment Marketing Strategy, and other capital expenditure priorities.

Funding scenarios for implementation of the Events Strategy need to be developed and considered for prioritisation.

These should include possible increased operational expenditure on the event portfolio itself as a mechanism to incentivise accommodation providers and other investors. The intention is that potential investors would see that there is a commitment to an event programme going forward that has the potential to consistently generate demand for bed nights, transport, food and beverage etc.

Alongside this, consideration should be given for further capital expenditure, once again either alone or with partners, on new major infrastructure to boost support for the sector.

## Actions

- Audit infrastructure to identify gaps and opportunities to invest in making venues both more event-friendly and more user friendly, and to work with relevant parts of the Council to develop strategies and plans to address gaps
- Undertake investment analysis and commission feasibility studies for major event infrastructure such as for example for a performing arts centre
- Review distribution of events budgets across events of different scales and kinds, and also the overall size of the event budget
- Identify further opportunities to apply for outside partner funding for infrastructure and for capability building assistance for events e.g. Community Trusts or central government

## Strategy 9: Focus – fewer events done better

*The Council will deliver fewer events better. Getting the big things right through focussing resources and energy to ensure nothing gets in the way of an event being successful.*

### Rationale

By developing and efficiently funding a well-chosen portfolio of events – and doing them very, very well – the Council will be better positioned to develop and attract events that are sustainable (in both an environmental and economic sense) and that deliver on the Council's objectives.

There is also an opportunity to free up funding from low impact events so that more can be invested in marketing and promoting events that have broader appeal to drive profile and participation.

By focusing on doing fewer events well, the intent is not that smaller events should be unduly curtailed. What this strategy means is that the Council reviews the role it plays in making some of those smaller events happen with the intention of achieving efficiencies through better systems, education and information flows.

In developing the ideal portfolio, events should be timetabled to complement rather than compete with each other.

### Recommendations

Doing fewer events better, doesn't just mean managing them well. It means excelling in the processes used to secure or grow events, in the way the Council approval is facilitated, in how events are publicised and promoted, and in how the impact of an event is measured.

The events portfolio should include locally-grown events that are unique to Waitakere, and "handpicked" mid-sized events that put Waitakere on the map as an outstanding place to host events ("major events").

The mid-sized events must showcase the "event-friendly" capabilities in Waitakere. This is the "if they can host Fight for Life, they must be good" factor.

In order to maximise the impact of its larger events, the Council should streamline the support it gives to smaller events and focus on marketing support to ensure awareness and audiences rather than hands-on event management support.

The Council should consider making a longer-term funding commitment to selected events to help retain and grow them for Waitakere.

## Actions

- Evaluate all existing and proposed events involving Council support using the WEST Test (see Strategy 3 – Audit and evaluate). Use this information to develop plans to keep, grow or decrease involvement in events, or exit particular events entirely
- Following evaluation of the current events, assemble an ideal events portfolio for the next three years that expresses the broad intention of the Events Strategy
- Set up a process under a new Events Steering Group to negotiate inclusions and exclusions in the portfolio as appropriate
- Examine the potential to commit longer term funding to key (major and growing) events

## Strategy 10: Partnerships – leveraging relationships

*The Council will take stronger initiatives to develop more, bigger and better partnerships and alliances with stakeholders in the events sector and the community in order to maximise the long term strategic contribution of events to Waitakere.*

### Rationale

Stakeholder mapping work shows that the Council has a good range of relationships – from funders to venues to sponsors and promoters and community groups with particular needs and interests. However, while many of these partnerships do exist they are not being leveraged to the full extent and there are gaps that need addressing.

By cooperating with stakeholders – and sharing the vision Waitakere develops for events – there is an opportunity to identify gaps in the portfolio, find new funding sources, develop joint bid opportunities, undertake promotional activities, and educate partners about the Council's intentions for a re-invigorated events sector in the City.

### Recommendations

The Council events staff, and elected representatives as appropriate, meet more regularly with major venue managers (e.g. Trusts Stadium, Corban Estate), potential co-sponsors (e.g. businesses, trusts, local government organisations, Enterprise Waitakere, Te Taumata Runanga, Waitakere Ethnic Board, Pacific Island Advisory Board), event managers and community interest groups (e.g. disability groups, educational interests, youth, etc.) to promote the cross-pollination of ideas and spread the vision of a truly event friendly city.

These meetings would best be planned and managed through developing a detailed stakeholder management plan during implementation planning for the Events Strategy.

A set agenda would be circulated to ensure meetings add value: ideas sharing, issues resolution, co-bid opportunities, and promotion opportunities.

### Actions

- Develop stakeholder relationship maps to identify partners including co-sponsors, event managers, venue managers, other local bodies, community groups, etc
- Develop stakeholder communications and relationship management plan to communicate the new Events Strategy and ensure ongoing contact and contribution to the portfolio development

- Develop a target list of private funders for events and consider appointing a sponsorship coordinator/manager to manage sponsorship procurement and leverage (see Strategy 5 – Resource requirements)
- Establish and promote a joint (private and public) bid fund team with a portion of the Council's events budget (in 2006/2007 year it is \$95,000) and use independent fund allocation to attract or build core event/s
- As part of implementing the WEST test audit tool, ensure opportunities are set up for stakeholders to give feedback to the Council at all stages of the events cycle

## Strategy 11: Our People, Our Place

*Waitakere's special character will be protected to sustain the integrity of the Waitakere experience and promoted to enhance its value.*

### Rationale

An events strategy isn't just about physical events infrastructure and entertaining events. It is also about making the most of Waitakere's cultural and environmental assets – protecting them where necessary to ensure that visitor and other impacts do not degrade the resource or the experience of local residents, promoting them to provide a point of difference, and enhancing them for future generations.

Waitakere has a rich cultural history and a diverse social fabric. Waitakere's geography also adds a unique dimension to the Waitakere event offering. The Council is committed to community development through celebrating this identity, cultural diversity, pride and a sense of belonging. These are real strengths.

An important consideration in implementing this events strategy will be working to retain those attributes of Waitakere that differentiate it from competing destinations.

From Maori and Pacific Island cultures to Asian and European migrants, from the creative forces and performing arts to the pristine natural environment – these are the things that make Waitakere stand out from the rest.

The Council is especially committed to supporting Mana Whenua - recognising the unique role of Ngāti Whatua and Te Kawerau A Maki and their particular tribal relationship to their lands, culture, traditions and events.

Across a range of sectors in the Maori community there is a growing desire to celebrate the shared achievements of Maori traditions, culture and events.

### Recommendations

Identify the special "talent" pool and cultural resources that exist within Waitakere.

The process should be thoroughly collaborative and identify how best to integrate these rich cultural "resources" on an ongoing basis for events and as events themselves, in ways that respect the integrity of the people and the place and enriches the experience of participants and visitors alike.

The Council work with iwi to identify an appropriate process for managing impacts of events on places of particular significance to iwi. This may include identifying "go" and "no go" areas and times, resources which will be made accessible to the events sector and which will not, and the conditions that may apply.

Consideration should be given to reviewing process developed in Auckland City with Ngāti Whatua for managing some localities and events, to assess what if any ideas should be applied in Waitakere.

The Council should ensure the Steering Group and Events teams work with the Te Taumata Runanga, Waitakere Ethnic Board, Pacific Island Advisory Board and the boards of other representative stakeholder groups.

## Actions

- Agree an approach to engaging iwi, Maori (Te Taumata Runanga), Waitakere Ethnic Board, Pacific Island Advisory Board and cultural groups in ensuring the Events Strategy works to optimise their interests
- Identify opportunities to integrate what makes Waitakere – its people and places – into the events offering
- Agree protocols beyond those already in place for iwi and Maori engagement
- Agree protocols beyond those already in place for engagement with all key cultural and ethnic stakeholders.

## Strategy 12: Marketing and Promotion - sharing our successes

*"Success breeds success" and nothing succeeds like the celebration of success.*

### Rationale

Marketing and promotion of events is an important area where there is potential for significant improvement to impact the overall performance of events in the City. This needs to be addressed both within the organisation and externally to the public.

Many of the benefits that can be delivered by events depend critically on information flows. Therefore robust communication strategies are vital investments in the future success of the Events Strategy.

If the Council is to attract increased future investment in events and the kind of event infrastructure it needs, then it must be able to communicate that the City really is one of New Zealand's leading events cities.

New branding initiatives currently underway will require better coordination of marketing efforts and will provide an opportunity for the Council to improve performance in this area.

The consistent and imaginative branding of events will assist marketing and promotion of Waitakere as well as particular events. In time, if this is done well, people throughout the City, region and wider nation will know immediately to expect quality and value from events bearing the Waitakere events 'brand'.

Event marketing and promotions is not just about driving attendance numbers, but also, depending on the specific event, about communicating to create awareness of the value, place, rationale, sponsors, linkages relevant to the event and its target participants, and to change their attitudes and behaviours. This aspect of the Events Strategy has huge potential to impact the whole 'look and feel' of Waitakere.

### Recommendations

Promotional disciplines should be adopted. These should be mandatory for all events. For example, diary notes to local newspapers, website listings, notices in Council internal and co-sponsor newsletters and collateral should be required.

Each event has a simple marketing evaluation put alongside it – it could be as simple as a checklist – covering criteria and alignments identified in the WEST test to ensure communications are appropriately targeted, contain information that maximises the likelihood of awareness of success for the event itself and its contribution to the Council's wider goals, and ensures that potential attendees

know what to expect, for example that the venue has disabled access, or that public transport will be available.

Improve how existing marketing and communications resources within the Council are harnessed and coordinated for the greater good of the overall events offering from the Council.

Adopt a consistent practise of “talking up” key events and celebrating achievement more comprehensively, publicly and colourfully – as appropriate. The Events teams will put more emphasis on identifying and drawing on Waitakere’s champions and advocates – people who are passionate about Waitakere, have good ideas and are action-oriented.

The Council commit to communicating what’s happening and why, to colleagues, partners, ratepayers and media. There is an opportunity to “unleash” more creativity.

This goes beyond simply communicating that an event is happening. It will be assisted by adoption of an events brand and includes saying why an event and the event portfolio is of benefit to Waitakere and our partners.

The Council promote events to attract high levels of awareness, attendance and participation. Through this Waitakere will build a reputation for having an outstanding portfolio of exceptional events that reflect the diversity of our City.

Finally the Council should further develop and extend generic Council signage and sites for event promotion to ensure integration with new branding and messages.

## Actions

- Ensure effective use and allocate additional marketing resource to support the promotion of Council events
- Specifically allocate part of events the budget to marketing individual events
- Create an events communications plan template with lists of communications ideas (websites, community newspapers, “stunt” photos etc)
- Further develop and extend generic Council signage and sites for event promotion to ensure integration with new branding and messages.